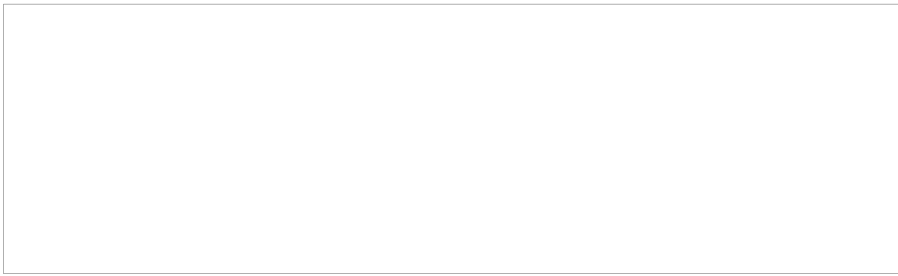


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PLAN FOR REICHSMANN OPERATIONS IN 1949



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9 November 1950

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SECRET**U.S. OFFICIALS ONLY****PLAN FOR REICHSBAHN OPERATIONS IN 1949**

The Reichsbahn fulfilled its transport plan 102.3 percent in 1948. Loadings reached 5,007,080 cars, or 13,601 per working day, an increase of 36.7 percent over the figures for 1947. This result was obtained chiefly by reducing the turnaround time for cars to 4.62 days, which is 11.2 lower than the turnaround time in 1947.

1949 is the first year of the Two-Year Plan. The Reichsbahn has special tasks to fulfill. Every railroad man must therefore realize that the Reichsbahn's plan is an important factor in the overall economic plan of the Zone, which must carry about 80 percent of all ~~transport~~ traffic, and that the Reichsbahn will not contribute its share to the development of the economy if it does not fulfill its plan for 1949.

In spite of all technical and organizational measures, the human element remains ~~the~~ predominant. Therefore particular efforts must be made to further the ideological education of all railroad personnel and to infuse them with the proper spirit of work.

In detail the program of operations is as follows:

I. General

1. The fulfillment of the transport plan is influenced decisively by the increase in ^{work} ~~the~~ productivity. The development of competition in performance and the bolstering of the activist movement must be among the most urgent tasks.

a. This movement must develop ⁱⁿ ~~among~~ the branches and must provide the possibility of competition among the branches (section competition).

b. Inspectorates and directorates of the Reichsbahn must also compete with one another in the same way.

c. The performance achieved must be published and evaluated by inter-branch meetings. At these meetings the approved prizes are to be distributed.

d. The application of the experience acquired, both in the field of the organization of work and in technical innovations and improvements, must be made on a broad scale, so as to assure benefits to the service as a whole.

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2. Trains, especially freight trains, have been running off schedule to a great extent. Punctuality must again become a prime aim of all railroad workers. To this end, the number of accidents must be reduced, and every effort must be made to avoid them entirely.

3. Every worker must adopt a polite and helpful attitude toward passengers and shippers. Such an attitude will help to attract business.

4. Every railroad worker must have respect for our particularly valuable property during this period of hardship. This includes regular and conscientious maintenance of all operational installations and the avoidance of damage to goods entrusted to the Reichsbahn for shipment.

5. From all indications, it will have to be required of every railroad worker that he not appropriate goods entrusted to the Reichsbahn. Theft and pillaging of public property is equivalent to sabotaging the Two-Year Plan.

6. Every railroad worker must learn the value of the pfennig, and must do everything within his power to increase the receipts of the Reichsbahn.

7. Special attention must be given to youths. All offices must be responsible for locating activists among the youth in order to make it possible to give them training in the Reichsbahn schools, in the universities, and in the institutes of technology, and also in some cases to give them material aid. Training is naturally to be along lines beneficial to the service.

8. The work of women should be given similar attention.

9. The administrative apparatus must be simplified.

II. Traffic

1. ~~average~~ The yearly average for calendar
yearly /car loadings must be raised to 15,500 cars per/day.

2. The/average ~~must~~ for cars handled must reach 16,900 cars per day,

including 1,400 cars per day from neighboring regions in addition to the 15,500 mentioned above. Turnaround time must be reduced to 4.30 days.

3. Not only must the plan as a whole be ~~met~~ fulfilled, but all the shipments specified in the detailed plan must be made at the proper time, as regards both deadlines and number of cars. The Reichsbahn must follow the plan absolutely. ~~Exceptions~~ ^{Deviations} can be made only in exceptional and urgent cases.

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4. Turnaround time for freight cars must be surveyed daily. Any irregularities must be prevented or overcome by appropriate measures.

5. The stream of goods must be directed in such a way that shipments will be sent over the lines ~~consequently~~ in accordance with the plan for the line loads.

6. The plan for the regulation of empty cars must be fulfilled ~~by each~~ ~~directorates~~ by each directorate. The balance of empty cars must be established by the Main Inspectorate for the Distribution of Cars in such a way that it corresponds to the current daily situation as regards cars received and released by the directorates. Empty cars are to be assigned according to the shipments made under the Plan, in such a way that first priority is given to the most urgent requirements of the economy.

7. Excessive influx of loaded cars at critical traffic points must be avoided, as it can lead to disturbances in the handling of the cars or in unloading operations and thus to immobilization of the cars.

8. The length of time which empty or loaded cars remain at the loading or unloading stations and ~~throughout the whole process~~ at transshipment points must be constantly surveyed with the aim of reducing it. In order to decrease turnaround time, loading and unloading at night and on Sundays must be increased, both by carefully controlled supply of cars and ^{the} levying of penalties for holding cars, and by reducing the number of cars supplied on ~~week~~ ^{week} days to uncooperative shippers.

9. Shipment by trainload lots must be increased, so as to relieve the marshalling yards and to reduce the waiting periods for the cars which enter the marshalling yards. To this end the German Economic Commission must urge the economy to load such quantities. The stations which distribute the goods must distribute them in corresponding quantities. This is especially applicable in the case of bulk goods such as coal and grain. The recipients must take measures to obtain adequate unloading facilities.

10. Traffic in retail goods must be increased in conformance with requirements and must be given adequate consideration in the planning of shipments.

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11. Full loading of freight cars must be carefully watched, and the shippers must be required to load the cars fully.
 12. ~~[Garbled paragraph]~~.
 13. The fight against theft must be continued energetically.
 14. Passenger traffic must be increased especially, by arranging for increased vacation traffic for the working population. Special measures are necessary to assure that the workers' trains run punctually and without disturbances. Essential train service is to be augmented whenever necessary.
 15. International passenger service is to be assured by new direct relationships.
 16. By 1 April 1949 the public utility lines not belonging to the Reichsbahn are to be operated and administered by the Reichsbahn.
- III. Operations

1. Results in 1948 were ~~22~~ 22 percent higher than in 1947. In 1947, the 1948 figure is to be exceeded by 16 percent. Since maximum capacity has already been reached on some lines, because of the condition of the installations, it is necessary, in addition to the construction planned for 1949, to finish as quickly as possible those projects which were not completed in 1948.
2. The average load for freight trains decreased during 1948. Since the locomotives, in spite of the poor quality of the fuel, are capable of hauling heavier loads than those authorized at present, the load for through trains must be increased (still taking into account the poor quality of the coal). The increase should be about 10 percent and ^{should} improve during the course of the year. Furthermore, a special effort should be made to form express freight trains, to ensure a speed-up in the shipment of valuable goods over long distances.
3. It has not been possible to increase the use of small locomotives as much as is desirable because of the shortage of fuel and batteries. In order to speed up the marshalling work and to conserve on locomotives, the use of small locomotives must absolutely be increased.

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4. The number of brake shoes is still inadequate. The repair and manufacture of brake shoes must be stressed in the shops.

5. In order to increase performance, there must be an improvement in the lighting in the stations, ^{and} in the equipment on the cars,

6. The condition of the passenger trains is still very inadequate. In order to maintain the cars in better condition, and to ~~avoid~~ reduce non-payment of fares to a minimum, it is necessary to increase the supervision of passenger trains by conductors. Closing the stations is an urgently necessary measure to avoid non-payment of fares.

7. It will be necessary to give particular attention to the operation of the Berlin Stadtbahn, in accordance with ~~its~~ ^{its} importance ~~of Berlin~~ ^{for} the capital of Germany.

8. In the past years, several serious accidents have resulted from ~~fog~~ ^{fog} and from inadequate illumination of the signals. Consideration is being given to the use of mechanical installations which will set off an explosive charge, and also to the installation of rear-view equipment on the crossing-gate towers.

9. The service offices of the Directorates are inadequately staffed. With operations constantly increasing, it is necessary to ~~staff~~ staff these offices ~~quickly~~ quickly and completely with suitable personnel.

In order to remove from the service the personnel who have become too old, larger and larger numbers of young workers are to be called up and given special instruction.

10. In order to facilitate the regulation of the movement of the trains, orders Zp 10 and 11 for train personnel are to be put back in force.

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1. In order to attain ~~a~~ heavier loadings of both freight and passenger trains, and thereby a better performance by the locomotives, it will be necessary to increase to the maximum ^{on the basis of the diagram for locomotive performance,} the present loadings given in the handbook of schedules.

When the new ~~work~~ schedules are established, it will have to be taken into account that on some short sections of the lines the trains can run only with the aid of a sander.

2. An economic survey must be reintroduced in order to make it possible to compare the work done by all the station workshops (BW) and by the directorates relative to the economy of servicing the operational equipment.

3. Consumption standards will have to be set down for all Reichsbahn directorates for the firing of locomotives. They will be based on the kilometer performance of the locomotives.

4. A new system of prizes must be developed for the conservation of coal.

5. For the most important lines the number of train pairs (round trip) will have to be matched with a corresponding fixed standard for the necessary locomotive requirements.

6. The system of station workshops will have to be reviewed, and the bulk of repairs are to be ~~assigned~~ assigned to the largest and best equipped ~~repair~~ repair shops.

The length of the trips for the locomotives must be increased, and the performance must be increased to 205 kilometers per day for freight locomotives and 260 kilometers per day for passenger locomotives.

7. As a result of the moderate number of class 3 repairs and the adequate capacity of the Reichsbahn repair shops (RAW's), ^{most} medium repairs will no longer be handled in the BW's in 1949. In order to relieve the RAW's, a certain number of class 2 repairs will still be assigned to the BW's, but otherwise the BW's are to handle only current maintenance and ~~regular~~ regular care of locomotives. The following quota is set for 1949: 1,800 L.O.G. [sic -- routine repair and maintenance?], 180 class 2 repairs, 75,900 washings [boiler-flushings?]

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8. To date the emphasis in the P/As has been on improving performance and increasing repairs. Now strong emphasis must be placed on the economic and financial aspects of the work.

9. The activist movement must be stressed, especially among locomotive personnel.

10. The training of technical personnel must be improved, especially for foremen. Furthermore, courses ~~for~~ must be started to train new mechanics, firemen, boiler men, and welders.

11. Research on transit time must be stressed so that tables can be compiled for transit time on all lines. Servicing plans must also be set up.

12. Experiments on the removal of scale from the boilers must be completed, and the planned experimental installation must be set up at Seddin.

13. The operational experiments with coal-dust-fired locomotives must be continued.

14. The lists of construction projects must include the restoration of the station repair shops on all lines on which an increase in performance is anticipated.

15. Work ~~norms~~ ^{norms} must be defined for all operational and servicing branches.

16. Work must be continued on improving the heating economy of the locomotives, with a view to conserving coal.

17. Heavy road ^{highway} traffic ~~methods~~ (dispatch of railroad cars over short stretches of road) must be established. The material prerequisites for this are given. [Note: This is a literal translation of the French. However, it is quite evident that there was a misunderstanding when the French translation was made from the German original. It is known from other sources ~~that an effort is being made to have short-haul traffic~~ ^{that an effort is being made to have short-haul traffic} shifted from the railroad to motor transport. It is not likely that the actual freight cars will be routed over the highways.]

18. A dynamometer car for locomotives is to be outfitted. The effective total of freight cars has now been raised to 90,000 units, 6,700 of which, or 7.5 percent, are damaged. Rapid repairs ^{to} ~~at~~ the lines are to be made by "flying ^{squadrons} ~~squadrons~~" and repair work by the permanent crews in the repair shops is to effect a reduction in the number of damaged cars.

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For 1949 the W's and the W's (car repair shops) are to be used to a greater extent for the repair of passenger cars in groups 2 and 3. In addition 1,500 passenger cars are to be renovated quickly (fresh paint, lights, window panes).

19. Systematic new construction of rolling stock for freight traffic is to be undertaken. Particular attention must be given to light-metal construction and to the replacement of friction-bearing journal boxes by roller-bearing journal boxes. Also, basic studies must be made to attain a greater load capacity for freight cars without any considerable amount of new construction.

20. In 1949 the two ~~switching~~ ^{switching} lines on the Stadtbahn, Mahlow-Bangsdorf and Bangsdorf-Kamitz Lehnitz, are to be equipped with a conductor rail. Electrical operation is to be extended ^{to} ~~for~~ the Gruenau-Koenigswinterhausen sector. The installations in the Gruenau motorail station are to be improved for the maintenance of electric locomotives. The restoration of the electric supply installations is to be continued by reequipping and reconstructing the sub-stations and switch installations.

V. Maintenance of the Lines

1. It will be necessary to increase the length of serviceable track in addition to the increases in rolling stock.

2. In order to increase the capacity of the network and at the same time to increase the amounts of goods dispatched and received at the stations in the port cities of Wisner and Rostock and in the mining region in Sachsen, 200 kilometers of line are to ~~be~~ have the double track restored, principally in the directorates Berlin, Cottbus, Dresden, Halle, Schwerin, and Magdeburg. Also, 50 kilometers of line are planned for the creation of new junctions on single-track lines.

3. A number of small and medium-size temporary bridges are to be replaced by permanent structures, in order to increase capacity ~~substantially~~ by eliminating these slow-down points.

4. Construction projects to enlarge the RAW's and EV's will concentrate on the restoration and renovation of the large workshops. The RAW's in Chemnitz,

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will receive the greatest attention.
 Cottbus, Leipzig, and Magdeburg. The RVM in Zwickau is to get an entirely new boiler section.

5. The large construction projects already started, including the work on the Schlesischer Bahnhof, will be completed, and such cases as arise will be ~~given attention~~. In all stations, immediate steps are to be taken to improve the external appearance.

6. Signal equipment on single-track lines is to be completed at the same time as the necessary installations on the locomotives, so far as possible. The ~~for~~ modernization of the block system on the lines is to be subjected to special study with a view to developing automatic installations for long stretches.

7. The Reichsbahn's own telephone system is to be perfected. The list of foreign users on the "TAM" railroad network is again to be subjected to strict scrutiny, because considerable difficulties develop from this surcharge. ~~Ex-Parallel with the construction of the~~ ^{Reichsbahn} ~~Two~~ telephone service shops ^{are to be completed} in Berlin and Halle; it will also be necessary for them to operate economically and profitably.

8. The problem of rolling old 3.49 rails into 3.41 rails must be given immediate attention. If good results are obtained, measures must be taken to set up a suitable rolling mill, either in the Unterwellenborn or Hennigsdorf plants, through the German Economic Commission, or in an RVM.

9. Piecework pay according to established norms must be introduced more widely, and the construction work must be executed by ^{the Reichsbahn's} own personnel to a greater extent than heretofore.

10. All persons responsible for the ~~xxx~~ maintenance of the line must give more consideration to the economic aspect of the construction projects. Excess profits by contractors must be avoided by all possible means.

11. One of the chief concerns in the ~~xxxxxxxx~~ ^{serving} of the lines is the maintenance of the road-bed. An adequate quantity of material has been planned for the purpose.

12. There must be an increase in the number of repairs of small iron fittings. A dynamometer car for taking measurements on the road must be

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activated, and new construction trains must be initiated. The punctual supply of ties at the proper time must be assured.

13. Training of personnel, ~~and~~ especially youths, is to be intensified.

14. A House of Culture and Technology is to be started immediately.

VI. Servicing in the Workshops

1. The program for the RAW's is as follows:

880 L.O. minor repairs

1,400 L.2 repairs

720 L.3 repairs

650 L.4 repairs

Total 3,650 repairs, or 940 more than in 1948.

2. In the RAW's for freight cars, including private establishments

under contract, the following are to be repaired:

66,900 freight cars

4,600 passenger cars

1,294 Stadtbahn cars.

In order to achieve this result, it will be necessary to follow a program of proper synchronization of the systematic preparatory work. The necessary managing ~~personnel~~ staff will have to be formed.

3. The following materials, which we are still not in a position to manufacture ourselves, will have to be furnished in order to fulfill the quotas under 1 and 2: tires for rolling stock, tubing, semi-manufactures of copper for boilers, electrodes, section iron for car chassis, sheet metal.

4. In the course of improving the work procedures in the RAW's, in order to increase output and productivity and reduce ~~work~~ costs, all reorganizational measures already initiated must be continued energetically. These include particularly:

a. Transition from hourly wages to piecework wages.

b. Break-up of large work groups into small ones, not to exceed six men each.

c. Collective piecework wages are to be replaced by individual piecework wages, except where the break-up of the groups is technically not feasible.

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~~the~~ d. The work norms must correspond to the actual technical conditions in the shops and must be established in collaboration with the Plant Trade Union Directorate, the wage commissions, and the activists.

5. Manufacture by our own shops will have to be undertaken in cases where the delivery of materials and replacement parts is still inadequate. ~~by~~ ^{examination} ~~A special~~ ~~examination~~ of the costs of doing our own manufacturing ^{shows that} it will be necessary to work with the utmost economy. The workers who become superfluous in the repair work on cars, as the result of an increase obtained in productivity by the introduction of ~~piece~~ piecework wages, will be diverted to special shops for manufacturing our own parts. The projected installation of a rolling mill of seven to 10 elements for the production of section iron for the central manufacture of our own material and replacement parts, will have to be stressed energetically. The measures proposed for this purpose will have to be taken as soon as possible.

6. In order to accelerate the reconditioning of the boilers, and especially in order to make them economical, modifications must be made in the ~~plant~~ plans for the execution of the work as quickly as possible, so that it will be possible to change over from screw-fastened beams to welded beams. The requirements of materials will be studied exactly in conjunction with the new work program prescribed by working instructions 946.

7. The experiments to perfect a process for centrifugal casting of tires must be completed by April 1949, so that this dangerous threat can be eliminated. ^{experiments on producing} Also, the ~~production~~ locomotive boxes, journal boxes, and connecting rods by centrifugal casting must be put to practical use by completing 10 centrifugal machines. The machine tools and apparatuses to be obtained are to ~~be~~ be apportioned according to a strict plan, so that the stations which do not have them will be given first assistance.

8. The organization of the ^{management} ~~directorate~~ of the workshops must be ~~expedited~~ expedited up. ~~Production~~ The remaining posts must be filled with qualified persons, and they must be provided with the data necessary for productive work.

9. The use of electric welding in place of acetylene welding must be more widespread.

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1. The organization of procurement of materials requires constant survey and revision according to the system laid down by the German Economic Commission for the procurement and distribution of materials.

2. All bureaus concerned with the distribution of materials for the ~~the~~ three branches of transportation will have to help with the centralized planning, procurement, and management.

3. Production by our own ~~production~~ ^{shops} must be carried out according to a plan, must be centralized, and must be assigned specific tasks. The most severe economic factors must be taken into account.

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